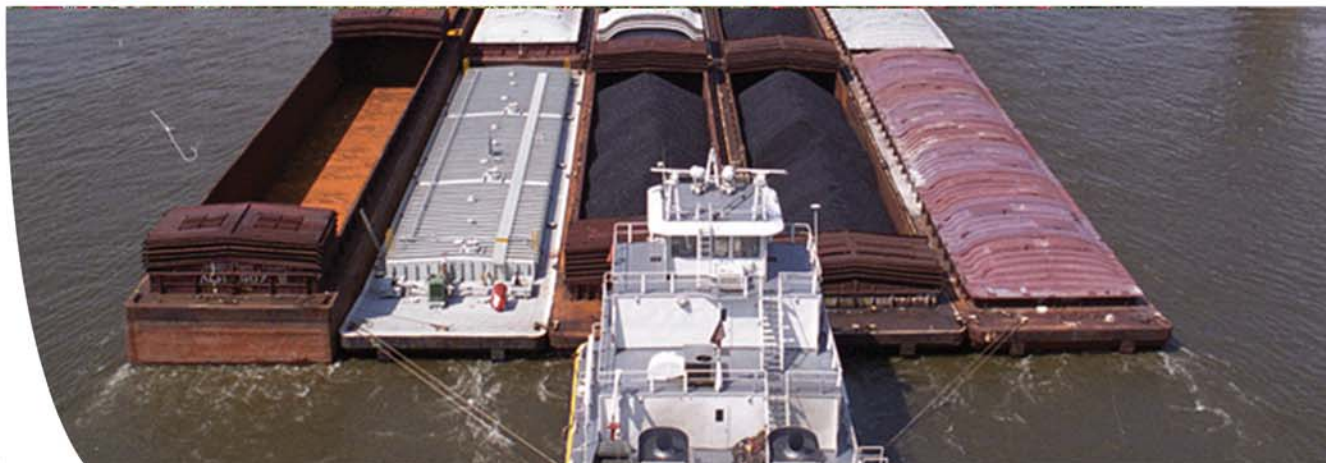




Multimodal Operations BUSINESS PLAN

Fiscal Year 2016



Greetings from MoDOT's Multimodal Operations Division.

What a great year we have spent in service with our outstanding modal partners delivering transportation options to Missourians! From procuring vehicles for our public transit providers and supporting the growth of Missouri's port system, to improve rail crossing safety and improving aviation facilities, our successes have been as numerous as they are varied. With an exceptional team poised for action, we are excited to face tomorrow's challenges.

The Missouri Department of Transportation focuses its mission in three key areas: take care of the transportation system, keep travelers safe on all modes of transportation, and provide outstanding customer service.

With these key focus areas in mind, we have updated the following business plan for the coming year to outline our direction and highlight those operational areas where we need to concentrate our greatest efforts.

With the active participation and continued cooperation for our stakeholders, we are confident we will enjoy the same level of success in 2016.

We will use the expectations outlined in this document as our compass for continued progress and as an action plan for any necessary course correction. Each result is connected to a unique performance measurement for easy reference. These indicators are critical in monitoring trends and serve as a great tool for evaluating our strengths and weaknesses.

We encourage input and greatly appreciate feedback from our partners and customers. Please take a moment to review the 2016 business plan and let us know how we are doing. As we continue to build strong relationships with our modal partners, we build a strong transportation system for all Missourians.

Sincerely,

Michelle Teel, P.E.

Multimodal Operations Director



Michelle Teel, P.E.

Director

Multimodal Operations

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List of Acronyms

AASHTO American Association of State Highway and Transportation Officials

ALP Airport Layout Plan

AMP Airport Master Plan

APTA American Public Transportation Association

AWOS Automated Weather Observing System

CAPS Corrective Action Plans

CFR Code of Federal Regulations

CMT Citizens for Modern Transit

CTAA Community Transportation Association of America

DBE Disadvantage Business Enterprise

FAA Federal Aviation Administration

FHWA Federal Highway Administration

FRA Federal Rail Administration

FS Financial Services

FTA Federal Transit Administration

GR Governmental Relations MoDOT

HSPIR High Speed Intercity Passenger Rail

JARC Job Access and Reverse Commute Program

KCRTA Kansas City Regional Transit Alliance

MAMA Missouri Airport Managers Association

MAP-21 Moving Ahead for Progress in the 21st Century

List of Acronyms

MARAD United States Maritime Administration

MEHTAP Missouri Elderly and Handicapped Transportation Assistance Program

MORPAC Missouri Rail Passenger Advisory Committee

MoSAC Missouri State Aviation Council

MPAA Missouri Port Authority Association

MPTA Missouri Public Transit Association

NASAO National Association of State Aviation Officials

NGEC Next Generation Equipment Committee

RSMo Revised Statutes of Missouri

RTAP Rural Transit Assistance Program

SAAC Statewide Aviation Advisory Committee

SASP State Airport System Plan

SCOPT Standing Committee on Public Transportation

SCORT Standing Committee on Rail Transportation

SPRC States for Passenger Rail Coalition

SSO State Safety Oversight

Mission, Values and Tangible Results

MoDOT Mission

To provide a world-class transportation experience that delights our customers and promotes a prosperous Missouri.

MoDOT Values

Values represent the fundamental principles and philosophy of the agency and guide the agency's behavior. These values establish the boundaries within which all department activities will be conducted.

- Be Safe,
- Be Accountable,
- Be Respectable,
- Be Inclusive,
- Be Bold,
- Be Better, and
- Be One Team

MoDOT Tangible Results

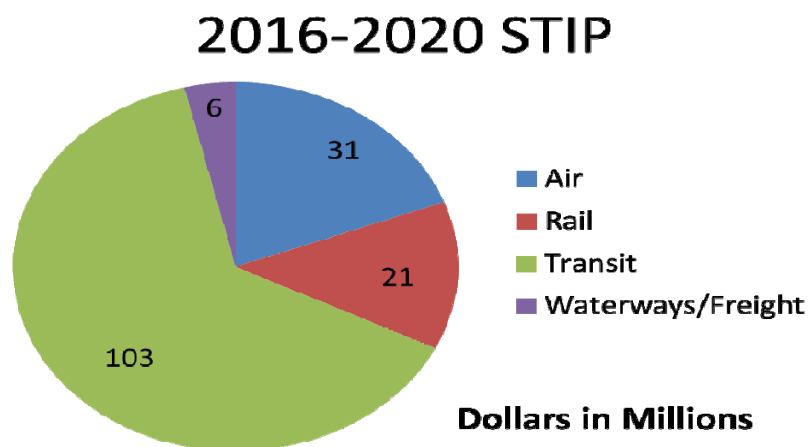
- Keep Customers and Ourselves Safe
- Keep Transportation System in Good Condition
- Provide Outstanding Customer Service
- Deliver Transportation Solutions of Great Value
- Operate a Reliable and Convenient Transportation System
- Use Resources Wisely
- Advance Economic Development

Executive Summary

MoDOT Multimodal Operations is responsible for supporting alternative transportation programs within the state. The division functions to continue the advancement and strategic planning for Aviation, Rail, Transit, Waterways and Freight development. These initiatives are designed to expand Missouri's infrastructure and facilitate travel and commerce. Through the integration of the various modes, the traveling public enjoys greater accessibility to the resources of the state while industry capitalizes on improved transportation efficiencies.

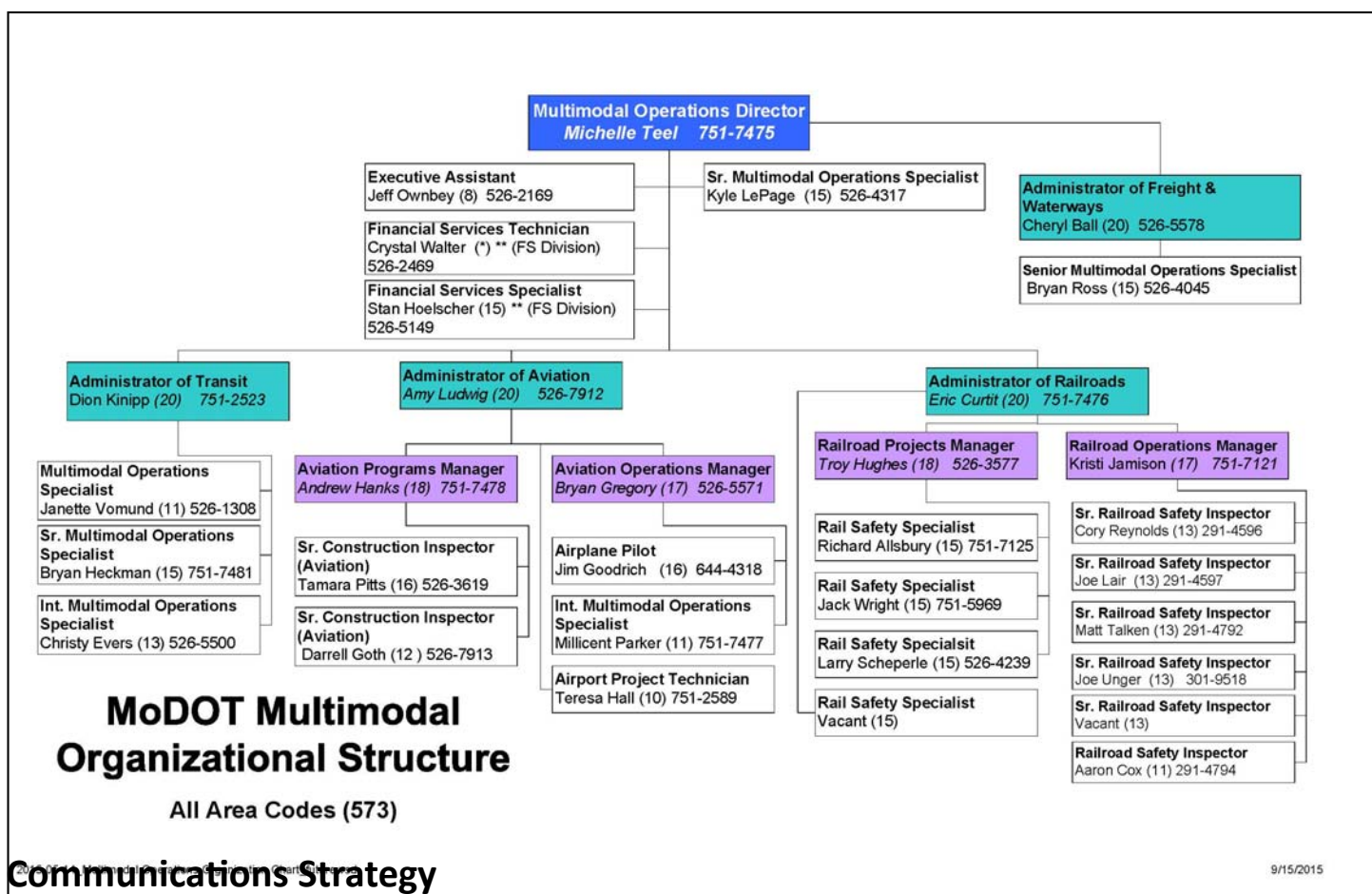
Multimodal Operations Functional Overview

- Assists in the development of port authorities through the distribution of capital and administrative funding while championing the efficiencies of waterborne transportation to industry and the general public.
- Administers federal and state capital improvement funding for Missouri's eligible public aviation facilities.
- Conducts airport safety inspections.
- Provides financial and technical assistance to public transit and specialized mobility providers across the state.
- Partners with industry and local communities to promote economic development and improved freight traffic efficiency by examining existing infrastructure obstructions and proactively assessing potential obstacles.
- Regulates freight and passenger rail operations, oversees rail crossing safety and construction projects, conducts railroad safety inspections, and provides outreach educational opportunities.
- Supports the continued operation of Amtrak in the state and provides direction for the development of expanded passenger rail service.
- Multimodal Anticipated Project List: http://www.modot.org/plansandprojects/construction_program/STIP2016-2020/documents/2016-2020MultimodalOperationsAnticipatedProjectList.pdf



Multimodal Operations History

The amalgamation of the non-highway transportation modes into a single regulatory division traces its lineage back to the formation of the Missouri Highways and Transportation Department in 1980. With the subsequent merger and reorganization, Multimodal Operations assumed charge of consolidated authority over Aviation, Rail, Transit, Freight and Waterway operations within the state as the definitive administrative body. The division has since evolved into a very specialized organization centered on engaging partnership participation that focuses on safe, accessible, efficient, and environmentally responsible alternative transportation solutions. In fiscal year 2015, Multimodal Operations functioned with a STIP approved budget of 162 million of federal and state monies and a staff of 29, maintained over 750 internal and external partnership contacts, and cumulatively delivered over \$97.9 million in multimodal projects with partners across the state (nearly \$72 million federal funds, over \$26 million in state funds, and over \$20 million in local match funds).



Accessibility to transparent information is critical in maintaining the strong relationships of Multimodal Operations' vast community of partners and stakeholders. By hosting community forums, providing outreach seminars, publishing internal modal research studies, and interacting with a variety of specialized organizations, the division actively seeks opportunities to inform and educate its partners. Multimodal Operations works to develop comprehensive communication strategies for informing the public. The division values public input in decision making and takes great effort in examining the many perspectives of the transportation community.

Aviation

- Administer grants and provide guidance for public use airports (State Block Grant Program and State Aviation Trust Fund Program)
- Conduct airport safety inspections
- Publish Aeronautical Chart and Airport Directory
- Maintain State Airport System Plans (SASP)
- Approve Airport Master Plans (AMP) and Airport Layout Plans (ALP)
- Maintain Automated Weather Observing System (AWOS)
- Promote education to the aviation community and other enthusiasts



Missouri has 124 public use airports.

Freight

- Encourage freight initiatives that promote economic development and efficient movement of goods
- Evaluate performance of state infrastructure to improve efficiencies
- Outreach opportunities for stake holder comment and contribution.
- Outreach opportunities for education about supply chain and freight transportation infrastructure links to the economy.
- Represent Missouri's freight interest in state, regional and national transportation organizations.
- Administer grants (Freight Enhancement Program).



Rail

- Conduct railroad infrastructure safety inspections (including track, grade crossing signals and operating practices)
- Support Amtrak passenger rail service through Missouri and promote ridership both through operations and project delivery
- Maintain Statewide Rail Plan to identify the framework for freight and passenger rail development in Missouri for the next twenty years (including High Speed and Intercity Passenger Rail (HSPR))
- Regulate safety for freight rail and passenger rail in Missouri
- Enforce safety regulations for light rail operations (MetroLink)
- Administer the Missouri Highway/Rail Crossing Safety Program
- Plan and administer funding for rail/highway construction projects
- Present outreach seminars on railroad grade crossing safety in conjunction with Missouri Operation Lifesaver
- Catalog freight and passenger rail maps of Missouri



Transit

- Administer federal grant funding under Section 5310 Agencies Serving Seniors and Persons with Disabilities Transportation Assistance Vehicle Program
- Administer federal grant funding under Section 5311 Non-Urbanized Transit Assistance Formula Grant Program, Section 5311(b) Rural Transit Assistance Program (RTAP), and 5311(f) Intercity Bus Program
- Administer federal grant funding under Section 5316 Job Access and Reverse Commute Program (JARC)
- Administer federal grant funding under Section 5317 New Freedom Program
- Administer federal grant funding under Section 5309 Discretionary Transit Capital Program
- Administer federal grant funding under Section 5305 Statewide Transit Planning Grant Program
- Administer federal grant funding under Section 5339 Bus & Bus Facilities Grant Program
- Administer state funded Missouri Elderly and Handicapped Transportation Assistance Program (MEHTAP) (RSMo 208.250-208.265)
- Administer state funded Missouri State Transit Assistance Program (RSMo 226.195)
- Administer federal grant funding consistent with the new MAP-21 transportation funding provisions
- Provide technical support and program assistance to partners and external customers

Approximately 63 million transit trips taken annually in Missouri.



Waterways

- Assist in the formation and operation of port authorities in Missouri
- Provide technical assistance and promote use of Missouri's navigable rivers
- Represent port interests in industry and governmental bodies
- Assist in distributing capital and administrative funding for port improvements
- Provide financial assistance to two ferryboat operations
- Maintain waterways map of port authorities



Since 2011, \$6.25 million in state capital funding for ports generated \$57.9 million in private investment

2014-2015 Successes and Achievements

Successful passage of all Statewide Aviation Advisory Committee-supported aviation initiatives during the 2014-2015 legislative sessions. In 2014, Senate Bill 818 and House Bill 2029 were both truly agreed to and finally passed. These bills allow for Aviation Trust Fund grants to be issued for airport business plans or strategic plans and modify the existing air service grant program. House Bill 2029 also eliminates the sunset date on the state sales tax exemption for aircraft parts. In 2015, House Bill 517 created a flyaway exemption, which exempts aircraft purchased by out of state residents from Missouri's sales and use taxes.

Delivered much needed aviation infrastructure improvements by spending 27.6 million in State Fiscal Year 2015. 86% of Missouri's public airports have runway pavements in good condition.

Delivered multiple improvements to the state's airport system such as taxiway and apron rehabilitations, runway extensions, and runway pavement maintenance packages.

Assisted in the production of marketing materials for Missouri's port authorities for distribution to stakeholders and parties interested in waterborne commerce, helping generate legislative support for additional funding.

Completed the review of container freight for the Marine-55 waterway and submitted to the Maritime Administration.

Missouri Public Ports supported 441 jobs during FY 2015 up from 381 jobs in FY 2013.

Increased Missouri River Runner ticket revenue by 127% and ridership by 71% for FY 2014 and ticket revenue by 124% and ridership by 68% for FY2015 (compared to fiscal year 2007 data). Delivered an 86% on time performance for FY2014 and 83% for FY2015 while enjoying a 90% customer satisfaction ranking (the 4th highest among all Amtrak routes) for FY 2014 and 87% customer satisfaction ranking for FY2015.

Produced an informative marketing one pager on passenger rail service and Missouri to educate the traveling public on current progress, future projects, and the current state of available service in the state.

Obligated 128 rail crossing safety improvements in FY 2014 and 42 rail crossing safety improvements in FY 2015. Throughout the state to improve rail safety five crossings were closed in FY2014 and another five closed in FY2015.

Completed construction of the new Osage River railroad bridge to improve capacity in the state.

Completed environmental review and preliminary plans for the following four rail projects to improve capacity in the state: Herman Universal Crossover, Knob Noster Passing Siding Track and Double Main Track from Lees Summit, Mo to Strasburg , Mo.

2014 Successes and Achievements continued:

Finalized the State Freight Plan completing a MAP-21 requirement. Created the new Freight Development Program with funding appropriations.

Successfully outsourced Transit grantee compliance site visits to Milligan and associates.

Supported more than 63 million transit passenger trips.

Involved partners in the development of allocation methodology for Federal Transit Administration 5339 fund distribution.

In 2014 procured 179 new transit vehicles followed by 190 new transit vehicles in 2015. These vehicles are replacing the aging and end of life cycle vehicles currently in service.

Conducted field spot checks of transit grant funded vehicles for inventory reconciliation.

Over 170 Title VI Civil Rights plans submitted by MoDOT's transit grant sub-recipients for review.

Supported MoDOT winter operations by utilizing available staff resources for significant weather events.

Leveraging Resources to Deliver Results

A. Keep Customers and Ourselves Safe

- Expectation 1 Improve rail crossing safety while providing regulatory oversight for rail operations, signaling and track hazards.
- Meet all federal compliance commitments in rail.
 - Transit Strategy – increase number of RTAP related Operation Lifesaver presentations. Measured by MO1f Number of individuals receiving transit training.
 - Measured by D-Tracker MO1a Number of FRA inspections and defects/violations found by MoDOT Railroad staff, D-Tracker MO1e Number of open and closed MetroLink Corrective Action Plans (CAPS), D-Tracker MO1b Number of Public Highway-Rail Crossing Closures.
 - Implement findings from SFY 2015 Rail Audit.
- Expectation 2 Partner with light rail system operators to deliver a safe and reliable transportation experience by providing administrative and technical guidance, and by monitoring compliance with 49 CFR Part 659 safety and security plan requirements.
- Measured by D-Tracker MO1e, Number of open and closed MetroLink Corrective Action Plans (CAPS).
- Expectation 3 Improve air travel safety by performing inspections at general aviation airports and by monitoring the progress of the airports in correcting the identified deficiencies.
- Measured by D-Tracker MO5a, Inspection-Identified airport safety improvements.
- Expectation 4 Improve transit travel safety by conducting defensive driver, first aid, securement and other general safety trainings. Also, ensure that drug and alcohol testing is conducted and recorded to specified FTA guidelines.
- Transit Strategy – Once FTA issues final guidance, provide technical assistance to transit agencies in the development of their MAP-21 required transit system safety plans. Monitor FTA Drug and Alcohol compliance report.
 - Transit Strategy – Work with MS&T as well as partners to increase transit travel safety participation.
 - Measured by D-Tracker MO1f, Number of Individuals Receiving Transit Training.
- Expectation 5 SSO Map-21 compliance is required.
- Measured by D-Tracker MO1e, Number of open and closed MetroLink Corrective Action Plans (CAPS).

Leveraging Resources to Deliver Results

Expectation 6 Keep our employees safe.

- Measured by Tracker TR1h, Total and rate of MoDOT recordable incidents.

B. Keep Transportation System in Good Condition

Expectation 7 Continue to improve condition of railroad crossings by performing additional FRA field inspections while conducting crossing inventory, complaint investigations, and accident/incident investigations.

- Measured by D-Tracker MO1a, Annual FRA Inspections and Defects Found by MoDOT Railroad Staff.

Expectation 8 Increase the percent of airport runways, aprons, and taxiways in good condition by implementing a pavement maintenance plan.

- Measured by D-Tracker MO1g-R, Percent of airport runway pavements in good condition.

Expectation 9 Average age of Transit Fleet.

- Transit Strategy – prioritize replacement vehicle projects over new service (expansion) vehicle related projects to lower average fleet age.
- Measured by D-Tracker MO5d, Annual repair expenditures from Transit Vehicle Disposition Fund graph Number and age of MoDOT/Transit Fleet Vehicles

C. Provide Outstanding Customer Service

Expectation 10 Improve Missouri's transportation report card results for multimodal choices by increasing the availability of transportation options other than a personal vehicle.

- Measured by Responses on the Annual Report Card from Missourians Questions Q6l, Q6m, Q6n, Q7l, Q7m and Q7n related to satisfaction and importance of alternate transportation choices and rating satisfaction with MO options.
- Measured by D-Tracker MO3c-R Percent of customers satisfied with options for traveling by Amtrak, MO3g-R Percent of customers satisfied with options for traveling by air, MO3i-R Percent of customers satisfied with options for traveling by transit.

Leveraging Resources to Deliver Results

Expectation 11 Improve AMTRAK quarterly customer service results.

- Measured by D-Tracker MO3a, Amtrak Customer Service Satisfaction.

Expectation 12 Strengthen partnerships with stakeholder groups such as the MPAA, MPTA, MORPAC, SAAC, MAMA, MARAD, MoSAC, St. Louis River Industry, St. Louis Port Working Group, FRA, FAA, FTA, and FHWA.

- Measured by Tracker TR-3h, Percent of Partner Satisfaction.

Expectation 13 Strengthen relationships with and promote the education of Multimodal issues to districts and divisions.

- Identify champions to provide direction for MO involvement in each district or division.

Expectation 14 Perform site visits to transit providers to monitor compliance with applicable rules and regulations.

- Transit Strategy – Use contract consultants to increase the quantity and quality of compliance site visits of transit grantees.
- Measured by D-Tracker MO6d, Site Visits for Transit Grantees' Compliance with Federal and State Requirements.

Expectation 15 Increase coordination efforts with Program Delivery where highway projects impact rail, freight and aviation improvements.

- Review STIP and Letting process to insure any project conflicts are resolved early in the process. Measured by Tracker 4b Percent of projects completed on time.

Expectation 16 Pay invoices no later than 30 days after receipt to build credibility with MoDOT partners.

- Transit Strategy – Review and forward received invoices as soon as possible to Administrator of Transit for second review, before forwarding to FS for payment processing.
- Measured by D-Tracker MO-6g, Percent of vendor invoices paid on time .

Expectation 17 Promote Missouri's transportation interests and needs by utilizing Multimodal Operations staff resources in the participation on national and state organizations (such as AASHTO, NASAO, MPTA, SCORT, NGEC, MPAA, SPRC...)

Leveraging Resources to Deliver Results

Expectation 18 Improve elected officials' knowledge of Multimodal Operation's issues by increasing legislative contacts in partnership with GR.

- Provide opportunities for tours of Multimodal associated businesses.
- Provide resource materials for elected officials.
- Measured by GR D-Tracker Measure 1d Number of engagements with Missouri's congressional members, statewide elected officials, Legislators and their staff.

Expectation 19 Provide timely and accurate information to customers to assist them in modal choices.

- Develop marketing materials and use MoDOT Social Media to provide timely useful information to customers such as the Missouri River Runner status.
- Draft articles and provide information for partner's newsletters and websites.
- Brainstorm with CR Outreach on communication strategies for MO and identified the appropriate methods for distribution (press release, blog, Facebook, Twitter).
- Measured by Tracker TR3g, Website and social media engagement and by D-Tracker Measure MO3j Multimodal outreach (activities).

D. Deliver Transportation Solutions of Great Value

Expectation 20 Allocate Multimodal funding efficiently and effectively.

- When programming new transit grants, review old grant balances to identify opportunities to spend oldest grant monies first.
- Program and obligate Grade Crossing Funds efficiently to improve safety at highway-rail crossings.
- Waterway Capital Improvement projects will be selected to improve waterborne freight opportunities in Missouri.
- Develop a Recommended Project list for port capital improvements in collaboration with the Port Directors using the process modeled after Major Projects Program Process.

Leveraging Resources to Deliver Results

- Measured by D-Tracker MO-6a State Aviation Trust Fund Balance vs. Amount Obligated and Tentative Allocated Funds, D-Tracker MO-6b Federal Airport Improvement Program fund balance versus amount obligated and tentatively allocated funds, MO-6e Funding for Multimodal programs, MO-6f Grade Crossing Safety Account fund balance, MO6g Percent of vendor invoices paid on time, MO6i Multimodal Expense and Equipment E&E and Personal Services Legislative Budget to Actual Operating Budget, expended and unexpended.

Expectation 21 Promulgate rules for the allocation methodology for state capital assistance public ports.

- Waterways and Freight Strategy—Develop a State Appropriated Funding Implementation Guide (SAFIG) to provide direction to Waterways and Freight project sponsors.

Expectation 22 Partner with others to identify freight truck barriers; implement solutions that improve connections and remove bottlenecks that increase the cost of freight movement.

- Measured by Tracker TR7e, Freight Tonnage By Mode.

Expectation 23 Finalize construction and design of High Speed Intercity Passenger Rail project.

E. Operate a Reliable and Convenient Transportation System

Expectation 25 Promote reliability and on-time performance of ferries to increase public confidence and utilization, improve ridership, and reduce highway congestion.

- Measured by D-Tracker MO5g, Number of ferry passengers.

Expectation 26 Keep transit vehicles in a safe and operational condition by administering the distribution of funds from the Transit Vehicle Disposition Account to defray major component vehicle repair costs .

- Transit Strategy – Provider information to transit partners about major vehicle repair reimbursements during the transit grant compliance workshops.
- Measured by D-Tracker MO5d, Annual Repair Expenditures from Transit Vehicle Disposition Account.

Expectation 27 Replace rural transit and specialized transit fleet vehicles when they reach 150,000 mile service life.

Leveraging Resources to Deliver Results

- Measured by D-Tracker MO4d, Number of Transit Vehicles Purchased. MO5d, Annual Repair Expenditures from Transit Vehicle Disposition Account.

Expectation 28 Deliver Next Generation rail equipment (locomotives and passenger cars) for improved intercity passenger rail service.

Expectation 29 Provide safe travel opportunities for people who cannot or choose not to drive.

- Transit Strategy – Maximize the expenditure of transit grant funds for eligible transit activities. Also maximize the expenditure of MEHTAP funds for grant eligible activities.
- Measured by D-Tracker MO5e Average Number of Days per Week Rural Transit Service is Available, D-Tracker MO5f MEHTAP Ridership by Seniors and Disabled Persons, D-Tracker MO3a Amtrak Customer Service Satisfaction.
- Measured by Tracker TR5i, Use and Connectivity of Modes of Transportation.

Expectation 30 Support continuous utilization of non-highway freight modes and alternative passenger transportation options by monitoring reliability and measuring on-time performance.

- Measured by D-Tracker MO5c Percent of Amtrak Trains on Time, D-Tracker MO5b Percent of Airlines on Time, D-Tracker MO5h Number of days the Missouri River is Navigable.

F. Use Resources Wisely

Expectation 31 Deliver airport projects efficiently by improving plan review and project delivery processes to spend dollars in the most cost effective manner.

- Measured by D-Tracker MO4b Percent of Airport Design Plans (ADP) Reviewed within 45 Days.

Expectation 32 Expand telecommuting opportunities for eligible job classifications and maintain accountability for employees performing under an alternative work agreement.

Expectation 33 Recognize outstanding employee contributions through the progressive use of High Performer and High Achiever award programs.

Expectation 34 Support the One-Team MoDOT philosophy by assisting districts during winter weather events.

Leveraging Resources to Deliver Results

Expectation 35 Commit to the career development training timeline for rail inspection staff to complete and maintain federal rail certification requirements.

- Measured by D-Tracker MO1j Number of OJT days by railroad operations training.

Expectation 36 Increase funding for multimodal programs through advocacy and partner engagement; research successful implementation of legislation for dedicated funding sources from neighboring states.

- Transit Strategy – Provide meaningful information, transit analysis and support to such partnering organizations as the Missouri Public Transit Association (MPTA) , Citizens for Modern Transit (CMT) of St. Louis, the Kansas City Regional Transit Alliance (KCRTA), AASHTO's Standing Committee on Public Transportation (SCOPT), the American Public Transportation Association (APTA), the Community Transportation Association of America (CTAA) and other related transit organizations.
- Measured by Tracker TR7a, Economic return on transportation investment.

Expectation 37 Multimodal Division will fully incorporate the use of SharePoint.

- Measured by SharePoint Utilization Teams Migration Status Report.

G. Advance Economic Development

Expectation 38 Support efficient freight movement in Missouri and advance economic development.

- Partner with internal and external customers to develop and implement solutions that improve connections and remove barriers to efficient movement of goods.
- Measured by Tracker TR7e, Freight Tonnage by Mode.

Expectation 39 Implement State Freight Plan recommendations.

- Implement Freight Advisory Committee.
- Develop quarterly D-Tracker measures for Freight Plan implementation status.

Expectation 40 Increase private capital investment and jobs at public port authorities.

- Measured by D-Tracker MO7a New Capital Investment at Port Facilities, D-Tracker MO7b Number of Jobs at Public Port Facilities.

Leveraging Resources to Deliver Results

Expectation 41 Embrace MoDOT's culture of diversity and inclusion.

- Engage staff through training session and conversations.
- Support Missouri communities through the constant effort of DBE compliance and goal attainment.
- Advertise remote work if applicable state wide for Multimodal job openings.
- Measured by Tracker TR7i, Percent of Minorities and Females Employed.